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CEDARVILLE

TORCH

Summer 2003

Managing Change

The Spectre of Change



Change ... even the word seems like something like we would rather avoid than face. Why allow change to interfere with what seems good? Why permit something unknown to supplant that which is known?

The simplest answer to those questions is that change is not something we allow to happen. Changes don't ask our permission before they occur. Change happens and our only decision is either to deal with it or ignore it.

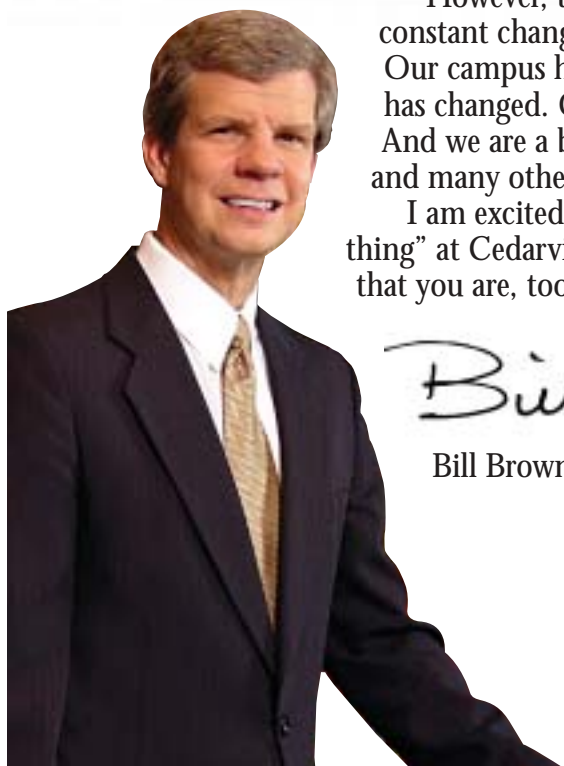
People change; communities change because the people in them and the circumstances surrounding them change. Even institutions like Cedarville University change because the constituencies we serve, the people serving here, and the circumstances surrounding us change.

Although the picture on this page and the name on the president's door have changed, this does not mean Cedarville University is no longer the institution you love and support. Cedarville University's mission — to provide an education consistent with biblical truth — has not changed. It will not as long as I am president.

However, the institution has undergone constant change for more than 50 years. Our campus has changed. Our curriculum has changed. Our structure has changed. And we are a better place because of those, and many other, changes.

I am excited to be a part of God's "next big thing" at Cedarville University. I hope and pray that you are, too.

Bill Brown, President



Follow the Romans Road to Salvation!

Romans 3:10-11

As it is written: "There is no one righteous, not even one; there is no one who understands, no one who seeks God."

Romans 3:23

For all have sinned and fall short of the glory of God.

Romans 5:8

But God demonstrates His own love for us in this: While we were still sinners, Christ died for us.

Romans 6:23

For the wages of sin is death, but the gift of God is eternal life in Christ Jesus our Lord.

Romans 10:9-13

That if you confess with your mouth, "Jesus is Lord," and believe in your heart that God raised Him from the dead, you will be saved. For it is with your heart that you believe and are justified, and it is with your mouth that you confess and are saved. As the Scripture says, "Anyone who trusts in Him will never be put to shame." For there is no difference between Jew and Gentile—the same Lord is Lord of all and richly blesses all who call on Him, for, "Everyone who calls on the name of the Lord will be saved."

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Cedarville TORCH

Vol. 25, No. 2, Summer 2003

Published by
Cedarville University
Dr. Bill Brown, President
NO PAID SUBSCRIPTIONS

Cedarville TORCH

is published for alumni and
friends of Cedarville
University. Direct comments
and requests for extra copies
to:

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ISSN 1093-4618

CEDARVILLE TORCH

SUMMER 2003

VOLUME 25, NUMBER 2



About Our Cover

The past century has seen the rate of change increase at a dizzying pace. Fewer and fewer remember vinyl records or cars without seatbelts and airbags. Changes in the gadgetry around us are stark reminders that everything changes. How is one to lead, or even cope, in this constant mode of flux?

Features

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Every institution and every organization is subject to change. Dr. Bill Brown, new president of Cedarville University, comments not only on the inescapable prospect of change, but his personal commitment to the limits of that change.

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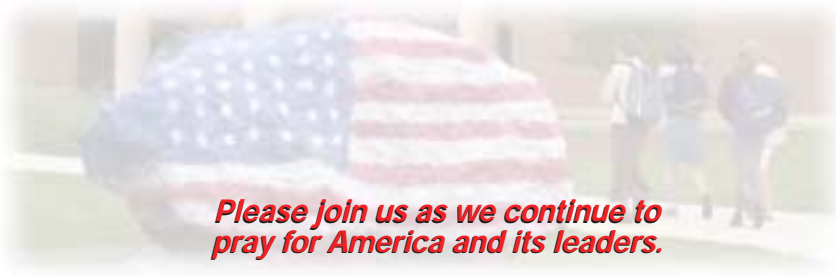
Change is inevitable. It can be destructive. Led properly, though, organizations can grow and prosper through the change process. Roger Overturf discusses how leaders can use both scriptural instruction and the insights of others who have successfully maneuvered through the landscape of change.

Coping with Change 8

Individuals can be threatened by the prospect of change. Dr. Sharon Johnson encourages believers to view change as a means of growing more Christ-like and more effective in their cultural impact.

Campus News 16

Another record class graduates; the Campaign reaches the \$10 million mark; the Kresge Foundation issues a challenge grant; a professor is named a Fulbright Scholar ... read more in Campus News.



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Leading Change

A man in a dark suit is seen from behind, standing on a sandy beach. He is holding a large, light-colored rectangular sign that reads "CHANGE IS COMING!" in bold, dark capital letters. The background shows the ocean with waves breaking on the shore under a cloudy sky. The entire image has a teal or greenish tint.

One of the great challenges contemporary leaders face is the effective management of change. Change is occurring in every sector of society and it is occurring at ever-increasing rates. Many seem dizzied by its pace and scope. But, Christian leaders should be neither frightened nor intimidated. Instead, we should embrace change as the mark of individual, institutional, and societal development. The opposite of change is not status quo; the opposite of change is stagnation.

Change is both inevitable and desirable. It is inevitable in the sense that we will all experience change whether we embrace it or seek to avoid it. It is desirable in the sense that it can be the vehicle by which we are transported from where we are to where we need to be.

by Roger Overturf

Change Is Inevitable

Change is an inevitable fact of life. In spite of our greatest efforts, we will change and the people around us will change. Some of these changes will be subtle and nearly indiscernible. Others will be radical and uncomfortable. But, there is no escaping change. Donald L. Kirkpatrick states it as clearly as possible:

*The word **change** strikes fear into the minds and hearts of some people. To others, it brings a ray of hope. And this condition will exist until the end of time ... There's no way to avoid it. Changes are going to take place, probably at an increasing rate. Everyone is affected. It is happening in every industry and business. It is happening in every governmental organization and in every home. And those who are in charge must know how to decide on changes and implement them effectively or they will fail* (emphasis added).¹

Perhaps the hesitancy to accept change is based on semantics. Few react negatively to the idea of adaptation. Families adapt as newly-married couples become familiar with one another. They adapt further as children first are born and then develop into toddlers, pre-adolescents, and teenagers. Companies adapt as their markets expand, contract, and otherwise adjust. Schools adapt as the knowledge their students need in order to develop into productive members of society changes. Churches adapt to the altered needs of congregations which reflect aging, spiritual growth, and the addition of family members.

However, if the president of a company refers to necessary organizational change in reaction to market pressures, workers feel threatened. If the pastor of a church

begins to speak of ministerial, institutional, or functional changes necessary as a result of changing spiritual needs, something seems wrong. If the leader of an educational institution speaks of methodological changes necessary to reach and retain a new generation of students, or delivery changes to reach students with a different set of expectations, the faculty and staff may begin to circle the wagons.

**CHANGE IS BOTH INEVITABLE
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Part of this resistance to change, at least as it applies to Christian organizations, may be attributed to the use of the term rendered "change" in Scripture. It appears many of the instances of the use of "change" occur in a negative sense. For example, Proverbs 24:21-22 (KJV) reads, "My son, fear thou the LORD and the king: and meddle not with them that are given to change: For their calamity shall rise suddenly; and who knoweth the ruin of them both?"

The most vivid scriptural picture of undesirable change is contained in Romans 1:21-28, which contains Paul's description of the depravity of man.

*Because that, when they knew God, they glorified Him not as God, neither were thankful; but became vain in their imaginations, and their foolish heart was darkened. Professing themselves to be wise, they became fools, And **changed** the glory of the incorruptible God into an image made like to corruptible man, and to birds, and four-footed beasts, and creeping things. Wherefore God also gave them up to uncleanness through the lusts of their own hearts, to dishonor their own bodies between themselves: Who **changed** the truth of God into a lie, and worshipped and served the creature more than the Creator, Who is blessed for ever. Amen. For this cause God gave them up unto vile affections: for even their women did **change** the natural use into that which is against nature ... And even as they did not like to retain God in their knowledge, God gave them over to a reprobate mind, to do those things which are not convenient* (KJV, emphasis added).

Our image of God may also be a factor in this resistance to change. Scripture consistently portrays God as unchangeable. In fact, one of the attributes of God is immutability. That simply means that because He is God, He *cannot* change. The author of Hebrews writes, "Jesus Christ is the same yesterday and today, yes and forever" (Hebrews 13:8, NAS). The inference for many Christians is that because God does not change, they ought not be subject to change either.

This inference is rejected in other passages. Isaiah 40:31 (KJV) states, "But they that wait upon the LORD shall renew their strength; they shall mount up with wings as eagles; they shall run, and not be weary; and they shall walk, and not faint." Here, the term rendered "renew" is the same Hebrew term for "change." And, in Philippians 3:20-21 (KJV), we read, "For our

Leading Change

conversation is in heaven; from whence also we look for the Savior, the Lord Jesus Christ: Who shall *change* our vile body, that it may be fashioned like unto His glorious body, according to the working whereby He is able even to subdue all things unto Himself” (emphasis added).

I Corinthians 15:51-52 (KJV) is probably the most recognizable positive scriptural rendering of change. It reads, “Behold, I show you a mystery; we shall not all sleep,

spiritual realm. In the physical sense, as we grow through the various stages of life, certain adaptations are necessary. These changes include the ways in which we communicate, nourish ourselves, and practice health and hygiene.

Nothing is more tragic than to encounter an individual who has not adapted to the changes associated with physical development. Consider how uncomfortable it is to be in the presence of someone who has not been properly taught how to

growth, but too rapid, which leads to poor management decisions because the owner/operators fail to adapt to the changing needs of growing lists of customers, suppliers, and employees.

Spiritual growth also demands adaptation and change. Paul chastised the Corinthian church for failing to mature properly when he wrote in I Corinthians 3:1-2 (NAS): “And I, brethren, could not speak to you as to spiritual men, but as to men of flesh, as to babes in Christ. I gave you milk to drink, not solid food; for you were not yet able to receive it.”

Not only does growth demand adaptations, but differing circumstances also demand different responses. God uses our circumstances to develop our spiritual selves. If we fail to develop in response to those circumstances, God’s lesson remains unlearned. What would the scriptural record be if Job, Jonah, Nebuchadnezzar, and others had failed to recognize God’s hand in their circumstances and refused to alter their perspectives and behaviors?

This is as true today as it was in biblical times. Individuals adapt as they mature; in fact, the adaptation of individuals to the less-encompassing involvement of their parents in the choices with which they are faced is the very definition of maturity. Families adapt to the addition of children — those who think otherwise have not experienced children. They also adapt as their children grow and mature.

Change Creates Conflict

One of the almost universal outcomes of change in families, organizations, and institutions is conflict. Children often feel their place in the family is threatened when younger siblings come along.



but we shall all be *changed*, in a moment, in the twinkling of an eye, at the last trump: for the trumpet shall sound, and the dead shall be raised incorruptible, and we shall be *changed*” (emphasis added).

If it is true that change is not inherently evil but can result in positive outcomes, then our task is to determine at what point change is appropriate and how positive outcomes can result. There are at least three instances when change is appropriate: when growth dictates it, when circumstances require it, and when technology ordains it.

It is important to remember that growth dictates change. This is equally true in the physical sense, in the commercial arena, and in the

use eating utensils, preferring to eat as a child. How do you react to individuals who have not appropriated proper habits of personal hygiene? Certain behaviors are expected of individuals at certain stages in their physical development. Those expectations are essentially requirements to change with the passage of time and the growth of physical bodies.

What is true in the physical sense is also true in the commercial or business arena. Businesses experiencing growth are incapable of operating in the same way as when they were initially established. Some analyses of business failures indicate that the greatest danger of most small businesses is not too slow

Workers feel their livelihood is threatened when new equipment or operational procedures are introduced into the plant. Church members feel their ministries are threatened when changes in worship style, Sunday school classes, and ministry options are implemented. Terry Wise laments the pervasive nature of conflict in the introduction to his book *Conflict Scenarios*.

*The controversial gridlock so prevalent within the contemporary church negatively affects much of what the church wants to accomplish. We try to show the world what a difference Christ can make in our lives, but our witness is undermined by an incongruity between our conduct and our words. We try to engage ourselves in kingdom work, but it is hard to make an impact when infighting creates a massive hemorrhaging of church resources.*²

Lyle Schaller offers insightful comments for ministry leaders confronting opposition to change. He writes, "... the larger the number and variety of clients, the more difficult it is to win support for implementing any one specific proposal for change. Each client has a somewhat different agenda."³ Of course, what that means — although Schaller is too genteel to be quite so blunt — is that the real reason change implementation is so difficult is that people tend to pursue their own agenda regardless of the effect on everyone else's agenda. To be even more blunt, most people are just too selfish to see the greater good possible by individual sacrifice of position, influence, or power.

If it is true that the basic cause of family, organizational, and institutional conflict is selfishness, then the cure for this malady is to move the individuals from



selfishness to selflessness. One way to do this is to help individuals see themselves as members of teams, creating a sense of group identity. Jeffrey Pfeffer suggests, "Because most people are inherently social creatures, deriving pleasure from social interaction, groups exert a powerful influence on individuals."⁴ Although Pfeffer's comments are aimed specifically at managers in the workforce, the application of his insight is equally valid for the family head and the pastor of a local church. People achieve more and are willing to sacrifice some of their own goals when placed in team relationships whether at work, at home, or in the church.

Of course, simply designating individuals as members of "the team" is superficial and will not necessarily result in a team spirit. So, how does one develop teamwork among individuals of differing skills, backgrounds, interests, and personal maturity? Pfeffer writes that "the key to the team concept is trust and respect."⁵ The true task of team-building, then, is to ensure each treats others with mutual trust and respect. This comes, primarily, through open and honest communication.

Perhaps a negative example will illustrate this truth. Jerry Harvey and D. Richard Albertson conducted a classic study on the destructive behaviors of members of organizations undergoing substantial change. One of the questions they tried to answer was "Why do organization members engage in behavior which is both individually and organizationally destructive?"⁶ Their answer was two-fold: a lack of awareness and fantasies about consequences of alternative actions. Positively stated, enhanced awareness of organizational objectives and goals, along with adequate information about the outcomes of those organizational imperatives, will go a long way toward positively affecting destructive behaviors.

Leaders, then, should be alert to those situations that drive defensive and destructive behaviors. This would include the consideration of or implementation of organizational changes that may be threatening to individuals' sense of self or place in the organization. Then, leaders should ensure steps are taken to communicate with those individuals

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The recent past has been marked by a variety of workplace changes: layoffs in unprecedented numbers, mergers of unprecedented size, and bankruptcies of unprecedented magnitude have been announced in the business press almost daily. The economic slowdown and the events associated with the September 11 tragedy have left their mark on boardrooms, schoolrooms, courtrooms, and staterooms. For most, both personal and professional lives have experienced the unsettling impact of change. The foreseeable future appears poised to offer more of the same.

This essay is drawn from II Timothy — a letter written by Paul to his young mentoree. Timothy faced a changing world where he would face suffering (II Timothy 2:3), desertion (II Timothy 1:15 and II Timothy 4:16), and ungodliness (II Timothy 2:16), just as Paul had. Paul told Timothy that he would face difficult times (II Timothy 3:1) and treacherous people (II Timothy 3:2). Yet, in the midst of these unsettling and potentially unnerving changes, Paul encouraged Timothy to fight the good fight and finish the course (II Timothy 4:7).

Through the eyes of faith and lens of Scripture we will examine five impacts of change and offer five responses for Christian businesspeople to encounter these changes in Christ-honoring ways.

COPING WITH CHANGE — AND THE DESTRUCTION IT BRINGS

II Timothy 1:5-8 (NAS)

5 For I am mindful of the sincere faith within you, which first dwelt in your grandmother Lois, and your mother Eunice, and I am sure that it is in you as well. 6 And for this reason I remind you to kindle afresh



the gift of God which is in you through the laying on of my hands. 7 For God has not given us a spirit of timidity, but of power and love and discipline. 8 Therefore do not be ashamed of the testimony of our Lord, or of me His prisoner; but join with me in suffering for the gospel according to the power of God ...

The events of September 11, 2001 are still vivid: crashing

airplanes, crumpled buildings, and fire, dust, and death. Many say those events have changed them, and our world, forever.

Change does destroy. The old and the status quo are permanently altered and, perhaps, obliterated. In the midst of such catastrophic change, many are left with faith-challenging questions: Does God exist? Does God care? Does God make a difference?



COPING WITH CHANGE

BY DR. SHARON G. JOHNSON

Paul urged Timothy to stand firm in his “sincere” faith (II Timothy 1:5). The word “sincere” in English derives from a Latin word related to a practice that deceptive potters would use to cover up cracks in their pottery. They would cover cracks with wax and dirt, and the buyer would only discover later that the pottery was “insincere,” for the wax would melt and the pottery would leak or

break. Something was “sincere” because it could stand the test of fire and heat. Paul urged Timothy to fan the flames of his gift and calling as a pastor/teacher (II Timothy 1:6). He reminded Timothy that his faith and God’s equipping should provide him with boldness, power, love, and discipline (II Timothy 1:7) and should leave him unashamed and un-cowered in sharing the gospel.

**“WHY WOULD GOD
ALLOW THIS DEATH AND
DESTRUCTION? WHY
DOES A LOVING GOD
ALLOW SO MANY GOOD
PEOPLE TO EXPERIENCE
SO MANY BAD
THINGS?”**

Christians have felt the frustration of trying to explain God to unbelievers wherever they encounter them — at work, at school, in the neighborhood, or in the marketplace. Whether the issue is a worldwide catastrophe or a community-debilitating business layoff or bankruptcy, people are led to try to make sense of the intersection between hurtful facts and hopeful faith.

Our call is not so much to explain God (who, after all, can really comprehend an infinite God?), but, rather, to exemplify godliness. Our faith as Christians is relational and incarnational, not simply intellectual. The need is not so much to have philosophically convincing answers to whether God makes a difference in this world, as to demonstrate that God has made all the difference in our lives. Like Timothy, God should be revealing Himself through the bold, loving, and disciplined lives we lead. Our faith is real — let us show that it is real in our lives. The gospel is powerful — let us show its power in our lives. God’s Word is a treasure — let us show its rich effect in our words and lives.

COPING WITH CHANGE



COPING WITH CHANGE – AND THE DISTRUST IT BRINGS

II Timothy 2:3-6 (NAS)

3 Suffer hardship with me, as a good soldier of Christ Jesus. 4 No soldier in active service entangles himself in the affairs of everyday life, so that he may please the one who enlisted him as a soldier. 5 And also if anyone competes as an athlete, he does not win the prize unless he competes according to the rules. 6 The hard-working farmer ought to be the first to receive his share of the crops.

The Enron bankruptcy is one of the largest in U.S. history. There existed a culture of lying and deception in Enron. Because of that breakdown in integrity, many thousands of managers and employees have been left with worthless retirement accounts and unfulfilled promises.

Change generates uncertainty and, almost always, some level of distrust. People begin to doubt the methods, meaning, and motives of others. Personal fear fans the flames of professional distrust.

Paul well understood the temptation to distrust. In his short letter to Timothy, Paul noted his abandonment in Asia by others. He was fully aware of the impacts of others lying about him and his beliefs (I Timothy 1:6-7). Paul urged Timothy to establish trust-building habits of character.

Trust is something others grant to you — it is an earned privilege. Trust means that someone is willing to rely on you, to believe your promises, to entrust their welfare to your provision. We earn the privilege of being relied upon through loyalty, through fairness and integrity, and through hard work and persistence. In a world where we too often find “what’s in it for me” attitudes, “truth is relative” morality, and “how can I get away with less” intentions, trust-generating character habits of loyalty, integrity, and hard work shine as bright lights.

COPING WITH CHANGE – AND THE DISAGREEMENT IT BRINGS

II Timothy 2:23-25 (NAS)

23 But refuse foolish and ignorant speculations, knowing that they produce quarrels. 24 And the Lord’s bond-servant must not be quarrelsome, but be kind to all, able to teach, patient when wronged, 25 with gentleness correcting those who are in opposition, if perhaps God may grant them repentance leading to the knowledge of the truth ...

In addition to its potential for leveling destruction and causing distrust, change always carries a great deal of uncertainty about both ends and means at work. That uncertainty can give rise to significant differences in

perspectives and preferences. In times of significant change, pressure can lead to animated and angry disagreements.

Paul warned Timothy that he (Timothy) would face situations that would produce quarrels and disputes. His advice to Timothy offers excellent guidance for Christians as they encounter disagreements as a result of the changes they face:

Avoid speculation. We need to be open and honest with others and to encourage the same from them. Engaging in guessing at what others mean, or leaving others to guess at our meaning, wastes time and breeds dissension and distrust.

Affirm our intent to serve. It should be our goal to reach the best decision possible, not to defend our point of view “at any cost” and to protect our position “no matter what.” Focusing on serving our companies, constituencies, congregations, and our colleagues will help minimize the tendency to be self-centered and self-serving.

Act in kind gentleness. There is more to life than “being right.” We can be right in boastfully arrogant ways that damage and diminish others. In another letter, Paul urged his readers to be “speaking the truth in love” (Ephesians 4:15). In II Timothy 2, Paul told Timothy to correct others with patient gentleness, seeking to teach others the truth rather than just teaching them a lesson.

COPING WITH CHANGE – AND THE DISILLUSION IT BRINGS

II Timothy 3:1-5, 14-17 (NAS)

1 But realize this, that in the last days difficult times will come. 2 For

HOMECOMING 2003

October 10-11

Don't miss Homecoming 2003 as we celebrate the installation of Dr. William Brown as the ninth president of Cedarville University.



Highlights include:

- Reunions for classes ending in 3 and 8
- Inaugural Alumni Chapel
- Evening soccer game under the lights
- Cedarville University theatre presentation
- Athletic events
- Events for military, international adoptions, and communication arts majors
- Homecoming parade (beginning at 9:30 a.m.)
- Inaugural Praise Concert
- Fitness-Recreation-Health Center tours

Call 1-800-837-2566 for more information or to help with a reunion.
Individual letters of invitation will be sent this summer for each reunion.

men will be lovers of self, lovers of money, boastful, arrogant, revilers, disobedient to parents, ungrateful, unholy, 3 unloving, irreconcilable, malicious gossips, without self-control, brutal, haters of good, 4 treacherous, reckless, conceited, lovers of pleasure rather than lovers of God; 5 holding to a form of godliness, although they have denied its power; and avoid such men as these. ... 14 You, however, continue in the things you have learned and become convinced of, knowing from whom you have learned them; 15 and that from childhood you have known the sacred writings which are able to give you the wisdom that leads to salvation through faith which is in Christ Jesus. 16 All Scripture is inspired by God and profitable for teaching, for reproof, for correction, for training in righteousness; 17 that the man of God may be adequate, equipped for every good work.

Hard change can bring about the worst in people. Threat with sufficient strength and duration can

unmask the sinful selfishness at the heart of all people. Paul provides Timothy an unflinching look at what changes and conflict could reveal about people. His list (in II Timothy 3:2-5) sounds all too contemporary in today's world. One need only review recent history to discover abundant examples of those who loved money more than integrity, who lacked self-control, and who traded principle for pleasure.

There are days when one wonders whether anything, or anybody, is really what they seem. Our hearts yearn for authenticity.

So many people are disillusioned, both in their professional and personal lives. This is readily apparent in the commercial arena. Promises are too easily made and more easily broken. Managers and unions too often bargain insincerely. Too many companies excuse too many poor decisions by claiming they are victims of external events. An even more increasingly jaded and



doubtful buying public increasingly disregards advertising claims.

So, in an era where disillusion brings a cynical skepticism and an underlying suspicion to many interpersonal relationships, what can a Christian do?

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Leading Change

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in ways that clearly outline the intentions of the proposed changes and seek to enlist their active involvement, as team members, in their implementation.

Warren Bennis and Burt Nanus sum it up this way:

All leaders face the challenge of overcoming resistance to change. Some try to do this by the simple exercise of power and control, but effective leaders

How do we deal with authorities when we have a complaint? ... That was the problem faced by Daniel and his teenage friends in Babylon. Their approach provides guidelines for us today ... Daniel made a request, not a demand. He explained his concern so the royal official would understand his problem. This respectful approach won the official's goodwill. Daniel also tried to understand the official's position and the pressures on him. Finally, Daniel came prepared with a

important for those in the upper strata of any organizational hierarchy to ensure information flows downward through the workforce, student body, or congregation which will be affected by proposed changes. There is no substitute for providing both the rationale for any proposed change and the implementation plan to those who will be charged with implementing the change — the subordinates who will bear its brunt. Kirkpatrick says,



... learn that there are better ways to overcome resistance to change. This involves the achievement of voluntary commitment to shared values.⁷

Creating teams requires massive information flow. Individuals at higher levels of whatever hierarchy exists need to work hard at gaining information. Organizational members at lower levels must work hard to ensure that information does flow upward. It is unfair and unwise to expect that organizational management or the pastoral staff is aware of the entire spectrum of workplace or congregational issues. When made aware of conflicts, either real or anticipated, every effort must be made for an open channel of communication to be used to provide decision-makers the information they need to deal with and, if possible, resolve the issue. Larry Richards points to Daniel as the biblical example of this important approach:

practical solution that would resolve the official's problem as well as his own ... Confrontation and antagonism toward authorities is counterproductive. A reasonable, respectful approach opens the door to solutions [that] are in everyone's best interest.⁸

How different is this advice from the common approach in the workplace today! Most employees would prefer to file a grievance as opposed to holding a reasonable discussion with their supervisor. Most students would claim harassment and discrimination rather than negotiate with their instructors. And, sadly, many parishioners would first complain to their friends instead of having a heartfelt conversation with their pastor. Conflicts will not prevail in relationships that are characterized by open, honest, and mutually respectful communication.

As critical as it is for an upward flow of communication, it is just as

“The most important task of the leader is to create the climate in which people feel the leader has empathy for them ... the manager must present the rationale for the change and provide the opportunities for discussion.”⁹

Communicating with organizational members will help minimize conflict over change. This communication flow must be multi-directional, meaning it must encompass both an upward flow of data concerning the organization and its membership to those in higher levels of the organizational hierarchy and a downward flow of information to minimize the fears and enlist the support of those in lower levels of the hierarchy.

Conclusion

Change is inevitable. We cannot hide from change and we cannot wish it away. We cannot deny the effects change has on the organizations in which we operate and to which we

belong. Neither can we simply hope that the changes we will endure will create only minor, insubstantial conflicts. What we can do is perceive the pervasive nature of change, recognize its ramifications in terms of the conflicts it will create, and discern the means of minimizing the effects of change-engendered conflicts. This means we must be alert to personal, circumstantial, and technological developments that will produce change and create conflicts. And, we must bring into being those communication vehicles that can best carry the transmissions vital to the development of a team spirit to the organization. **T**



Footnotes

¹Donald L. Kirkpatrick, *How to manage change effectively: Approaches, methods, and case examples* (San Francisco: Jossey-Bass, Inc., 1985), p. 9.

²Terry Wise, *Conflict scenarios* (Needham Heights, MA: Simon & Schuster Custom Publishing, 1997), p. 16.

³Lyle Schaller, *Strategies for change* (Nashville: Abingdon Press, 1993), p. 26.

⁴Jeffrey Pfeffer, *Competitive advantage through people: Unleashing the power of the work force* (Boston: Harvard Business School Press, 1995), p. 43.

⁵Ibid, p. 70.

⁶Jerry B. Harvey and D. Richard Albertson, *Neurotic organizations: Symptoms, causes and treatments*, *Personnel Journal*, September/October 1971.

⁷Warren Bennis and Burt Nanus, *Leaders: The strategies for taking charge* (New York: Harper & Row Publishers, 1985), p. 185.

⁸Larry Richards, Editor, *Personal growth study Bible* (Nashville: Thomas Nelson Publishers, 1996), p. 1118.

⁹Kirkpatrick, p. 30.

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Roger Overturf has served as Cedarville University's director of public relations since 1997. He is a 1975 graduate of the University and a retired U.S. Air Force officer. He holds a master's degree from Central Michigan University and is a doctoral candidate at Trinity Theological Seminary. He and his wife, Linda, have been married for 28 years. They have three grown sons and two poorly trained Yorkies.



COPING WITH CHANGE

continued from page 11

We can paraphrase Paul's advice to Timothy by noting that we should approach our work with (1) realistic expectations and (2) real commitment. Whatever changes we face, it is a certainty that others will let us down, put us down, and/or keep us down. All have sinned and fall short of God's glory (Romans 3:23). Christians can keep their balance by avoiding the naive expectation that sinners at work will not sin at work. All our relationships should be bathed in prayer, a readiness to forgive, and a reliance on God's provision rather than, simply, on human performance.

And, Christians can commit themselves to authentic discipleship — grounded in God's Word, allowing that Word to reprove and train us, committing to doing work that is good, benevolent, and profitable through God's power.

COPING WITH CHANGE — AND THE DEFEAT IT BRINGS

II Timothy 4:5-7 (NAS)

5 But you, be sober in all things, endure hardship, do the work of an evangelist, fulfill your ministry.

6 For I am already being poured out as a drink offering, and the time of my departure has come.

7 I have fought the good fight, I have finished the course, I have kept the faith ...

As you review your recent past, you may well have faced defeat at a number of levels: your investment goals for your retirement fund may have taken a real hit in the stock market, your sales



goals may have been missed, and your own workplace trials may have seemed dwarfed by the September 11 tragedies in New York, Washington, and Pennsylvania.

The future we face presents us with unannounced opportunities and unexpected problems. We can choose to exploit the opportunities or succumb to the threats.

Paul ended his intimate and transparent letter to Timothy by recognizing that his own death was near (II Timothy 4:6), but also acknowledging that through all his trials (II Timothy 3:11), he had

chosen in Christ to fight and finish in faith.

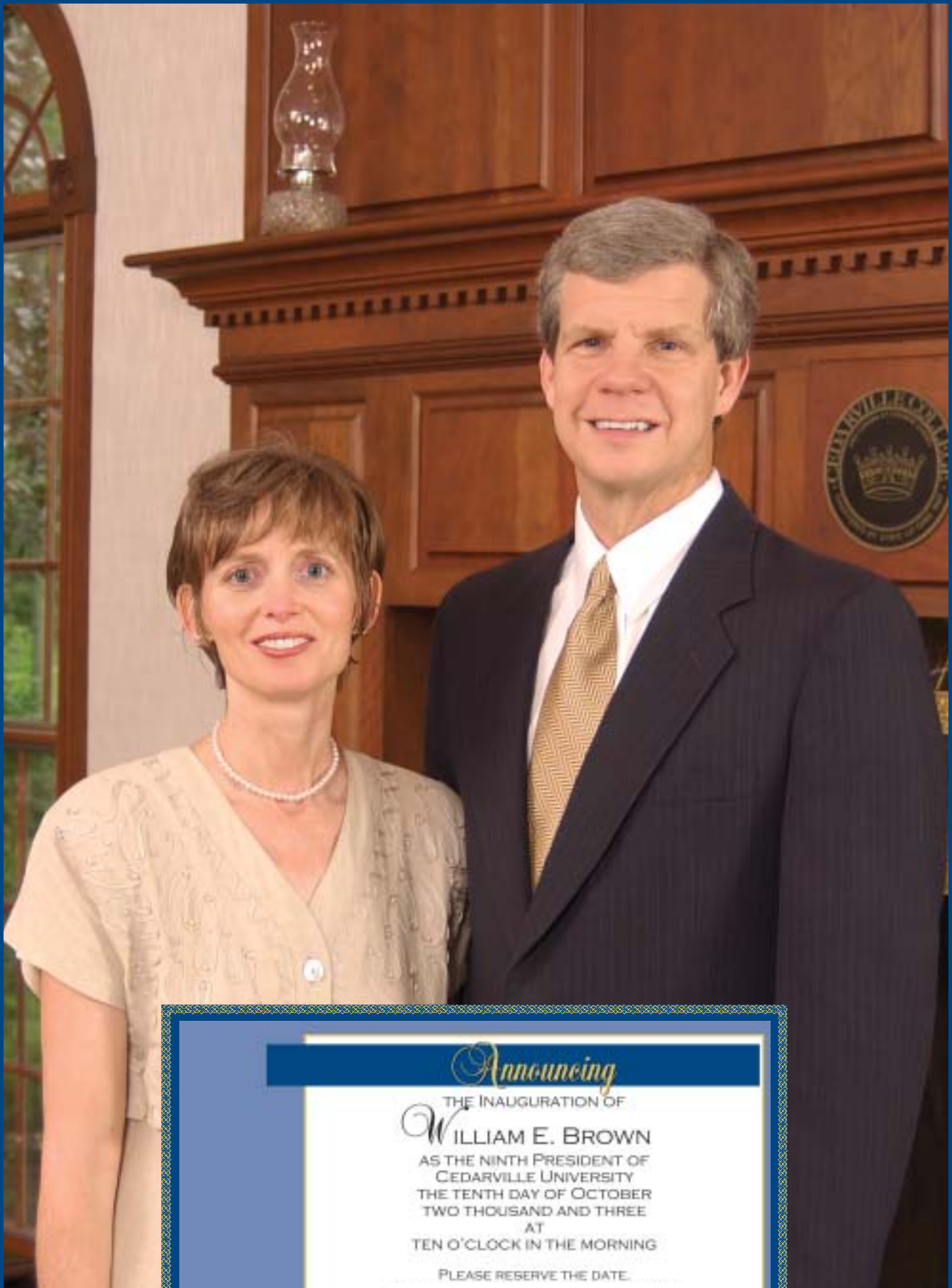
Steven Covey articulates one of the seven habits of successful people as "beginning with the end in mind." As we face the future, our goal should always be to choose to follow Paul's "conduct, purpose, faith ... and perseverance" (II Timothy 3:10), even as we encounter "persecutions, and sufferings" (II Timothy 3:11). I would encourage all of us to set our hearts on God's rewards rather than on earthly riches or rewards as we seek to serve and please our Savior through His power and for His purposes. **T**

Sharon Johnson, professor of management, is beginning his eleventh year at Cedarville University. In addition to his teaching responsibilities, he serves as director of graduate programs and institutional research. He was selected Cedarville Faculty Scholar of the Year in 2001-02.

With a publishing career that spans more than 25 years, Johnson is completing his tenth year as editor of the *Journal of Biblical Integration in Business*. He has authored numerous articles on church management, organizational behavior, and teaching.

Johnson holds three degrees from Florida State University, including a D.B.A. in management. He and his wife, Cathy, have been married for 32 years and have three children, two of whom attend Cedarville University.





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Campaign Reaches \$10 Million Mark; Kresge Foundation Issues Challenge Grant



This past spring, Cedarville University's \$12.8 million campaign to build a new fitness center reached the \$10 million mark. One consequence of the accomplishment was the issuance of a \$600,000 challenge grant from the Kresge Foundation of Troy, Mich. The challenge is for the campaign to reach \$12.2 million by the end of 2003.

"We're grateful to God and to those people who've made this possible," said Dr. Paul Dixon, Cedarville University president at the time of the announcement, "especially the Kresge Foundation. Their \$600,000 challenge, we believe, will provide the impetus to reach our ultimate goal in this campaign."

Dixon, who now serves as chancellor, continued, "Our vision is to make the Cedarville experience a valuable, life-changing one. We've made great improvements in our faculty and our academic support facilities over the past two decades. This latest facility represents a vast improvement in the whole-person, physical development area. This facility will support the social, physical, and academic development of our students in a manner unlike any other building on campus."

The \$12.8 million Fitness-Recreation-Health Center campaign comes on the heels of more than \$100 million in facility development on the Cedarville University campus in the past 20 years. The Center, which is being constructed adjacent to the Callan Athletic Center, will open in the fall of this year. Simultaneous renovation of a portion of the Callan Athletic Center will assure the two facilities are compatible and mutually supportive. "The Fitness-Recreation-Health Center," explained

Dixon, "will accomplish several key initiatives for CU, including increasing space for academic programs in the department of exercise and sport science and providing more adequate opportunities for our students' intramural programs."

The largest portion of the Fitness-Recreation-Health Center will be the recreation area. This 60,000 square foot area will house four courts that can be used for indoor soccer, basketball, volleyball, and other sports. It will also include a 200-meter track that can be used for individual walking and jogging as well as a full indoor track meet. Because of the crowds associated with track meets, bleachers to accommodate approximately 1,000 spectators will be installed.

The fitness portion of the Center will include space for free-weights, cardiovascular machines, and aerobic and other exercise areas. The focal point of the fitness area is the 40-foot climbing wall.

The health area of the Center is dedicated to students who require short-term health care such as first aid, routine check-ups, and medications. Those needs are currently served by a campus clinic that employs nurses, part-time physicians, and an EMT squad with an ambulance. For a number of years, the clinic has occupied Patterson Hall, a building constructed in the mid-1950s. The new clinic will provide 50 percent more space for up-to-date examination, treatment, and consultation rooms.

For more information on the CU Fitness-Recreation-Health Center, or to make a gift or commitment, visit <http://www.cedarville.edu/dept/pr/fitrec> or mail your gift to Capital Campaign, Cedarville University, Cedarville, OH 45314.

Southern Baptist Convention CEO Speaks at Cedarville

Morris Chapman, chief executive officer of the Southern Baptist Convention Executive Committee, spoke in chapel on April 23. He spoke about the Convention's current emphasis, which is called "Empowering Kingdom Growth" and focuses on Matthew 6:33.

Chapman has served as CEO of the SBC Executive Committee since October 1992. Previously, he served as the SBC president from 1990 to 1992 and as pastor of the historic 7,700-member First Baptist Church, Wichita Falls, Texas, for 13 years. A published author, Chapman has spoken extensively around the world.



Engineering Students Design Prosthetic Arm for 10-Year-Old



The Barkers attend church with Tom Wailes, a former Cedarville University engineering professor. Wailes suggested the project to Cedarville's Elmer W. Engstrom Department of Engineering.

Eventually two teams of four mechanical engineering students began designing two different models of prosthetic arms. Each student logged about 15 hours a week on the project. They also enlisted the help of Katie Roy, a violin performance major from Ottawa, Ill., and concertmaster of the Cedarville University Orchestra. Over the past year, the teams watched Roy play, studying her arm and wrist movement. She practiced with a prosthetic arm they designed for her and gave them feedback about the device. Roy also worked with Barker, helping her to get used to playing with her new arms.

The teams also worked with John Brandt, a certified prosthetist who has worked in the field for 14 years. "I found it fascinating how they came up with the ingenuity of the bow design," he said. "There is not much available for upper extremities. We need more engineers to come up with ideas like this."

The students found the process to be both challenging and rewarding. "This project had an actual person involved. It was neat to help her, yet there were many variables that we had to deal with," said Aaron Roth, a mechanical engineering major from Cape Girardeau, Mo.

"It was very rewarding to have a face to go with an engineering project. Interfacing with a human body is much more difficult than other projects," said Matthew Bozzuto, a mechanical engineering major from Pen Argyl, Pa.

Jay Kinsinger, assistant professor of mechanical engineering at Cedarville, said, "The human element made this project unique. They were directly impacting the quality of someone's life with this project."

The two teams presented Barker with the two prosthetic arms on May 8 at Cedarville University. Family and friends gathered to watch Barker play the violin with each of the new arms. Barker will eventually decide which one to use once she has had time to practice with them.

"This is a unique thing, not many people are doing this," said Barker's father. "These guys are my heroes."

Eight Cedarville mechanical engineering students have designed two prosthetic arms for a local girl so that she can advance in her violin playing.

Ten-year-old Jaclyn Barker of Beavercreek, Ohio, was born missing her right forearm. She began playing the violin about two and a half years ago using a prosthesis. However, as her playing advanced, she needed to have better control over moving the bow and keeping it correctly positioned on the strings. The problem "needed an engineering solution," said her father, Ken.



(Left to Right) Top Row: David Rench, Jay Kinsinger, Katie Roy, Aaron Roth; Bottom Row: Jonathan Mattson, Jaclyn Barker, and Jesse Magnuson



(Left to Right) Top Row: Kyle Gerber, Jay Kinsinger, Matt Bozzuto; Bottom Row: Dan Plaatje, Jaclyn Barker, Katie Roy, and Ben Vroman

Professor Named Fulbright Scholar

Dr. Andrew Wiseman, assistant professor of Spanish at Cedarville University, has been named a Fulbright Scholar.

The Fulbright Scholar program is the U.S. government's flagship academic exchange effort. Its purpose is to recruit and send nearly 800 U.S.-based academicians to 140 countries. It also brings 800 foreign faculty and professionals to the United States. Grantees lecture and conduct research in a wide variety of academic and professional fields. Wiseman will travel to Uzbekistan during Spring Semester 2004.

Wiseman earned his undergraduate degree from the University of Massachusetts. He holds an M.A. from Florida State University and a doctorate in education from La Universidad de San José, San José, Costa Rica. He joined the Cedarville University faculty in 2000 and is the first faculty member from the institution to be selected for the Fulbright program.

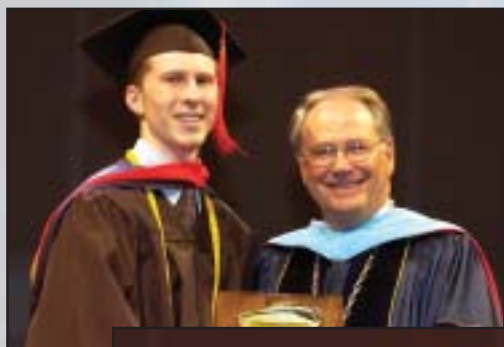


Uzbekistan, a part of the former Soviet Union, is located in central Asia, north of Afghanistan. Its population is roughly 25 million.

"My wife, Jessica, and I love to experience different cultures," Wiseman explained when asked about his selection. "We've lived, worked, and studied in Europe, Asia, and Latin America and have many close friends from those areas. My experiences last year as a visiting lecturer for Gyeongang National University in South Korea whetted my appetite for finding more opportunities to work at foreign universities."

"The Fulbright application process offers you three choices of location. I chose Uzbekistan primarily because I have never been there and I wanted to experience living and working in Eurasia, as well as have the opportunity to study the Russian and Uzbek languages. In addition, I hope to build personal and professional relationships with my Uzbek colleagues and students," he concluded.

107th Commencement Celebrated



Cedarville University held its 107th commencement ceremony on May 10, with a record 667 students receiving degrees. In addition, a number of special awards were presented: the President's Trophy, the Faculty Scholarship Award, and a doctor of divinity degree.

The President's Trophy, the highest honor for a graduating senior, recognizes leadership, ministry, community and campus involvement, athletic performance, and academic achievement. The 2003 recipients of the President's Trophy were Joel D. Estes (**top**), a presemenary Bible major from Worthington, Ohio, and Jyoti Philip (**left**), a chemistry major from Westwood, N.J.



Christina R. Schut (**right**), an adolescent and young adult integrated life science education major from Hudsonville, Mich., received the Faculty Scholarship Award. This honor is given to graduates who maintain a perfect 4.0 grade point average throughout their college careers.



Alistair Begg (**left and bottom**), senior pastor of Parkside Church in Chagrin Falls, Ohio, received a doctor of divinity degree from the University. This came in recognition of Begg's international ministry of teaching and evangelism.

Begg, who was born in Scotland, spent the first 30 years of his life in the United Kingdom. Following graduation from theological college in London, he

served in two Scottish churches, first as an assistant pastor at Charlotte Chapel, Edinburgh, and then as pastor of Hamilton Baptist Church, Glasgow.

Begg has been at Parkside Church since September 1983. The daily speaker on the national radio program "Truth for Life," Begg is the author of the Moody Press titles, *Made for His Pleasure*, *Lasting Love: How to Avoid Marital Failure*, *What Angels Wish They Knew*, and *The Hand of God*.

Baker Named Faculty Scholar of Year

Dr. J. Wesley Baker, professor of communication arts, was named the 2003 Cedarville University Faculty Scholar of the Year in April. After receiving the award, he gave a chapel presentation titled, "Scholarship of Integrity."

Baker earned his B.A. from Bob Jones University, his M.A. from the University of South Carolina, and his Ph.D. from The Ohio State University. He has taught at Cedarville University since 1977.

Baker has received several awards for his outstanding teaching. He was the recipient of the Sears-Roebuck Foundation Award for Teaching Excellence and Campus Leadership in 1989; was named the Outstanding College Teacher of 1991 by the Speech Communication Association of Ohio; was the Cedarville University Faculty Member of the Year in 2000; and that same year was given an Innovative Excellence in Teaching, Learning, and Technology Award by the International Conference on College Teaching and Learning. In 2001, the Southwestern Ohio Council for Higher Education presented him with The Faculty Excellence Award.

He has served as a radio broadcaster in full-time and part-time positions and has had major supporting roles in three Christian films. He has been a board member of the Springfield Arts Council for five years, serving one-year terms as president-elect and president.

As a scholar, Baker has had numerous articles published. He has presented more than 50 invited papers and seminars to such groups as the Council of Independent Colleges Presidents Institute, Chief Academic Officers Institute, and National Information Technology Workshops; the Ohio Foundation of Independent Colleges; the Southwestern Ohio Consortium for Higher Education; the Coalition of Christian Colleges and Universities; the Speech Communication Association of Ohio; the Intercollegiate Religious Broadcasters; and the Christian Communication Scholars Colloquium. He is currently a Senior Fellow with the SBC Ameritech Faculty Development Technology Program.

Callan Athletic Center Named

On February 1, a special ceremony was held to officially name the Athletic Center after Dr. Don Callan, dean of the School of Health and Human Performance. Callan is marking 43 years of service to the University.

Since coming to the University in 1960, Callan has overseen the department of exercise and sport science, athletic training, and the Yellow Jacket athletics program. At one time, he jointly held the positions of athletic director, head men's basketball coach, and department chair.

A 1955 graduate of Taylor University, Callan received his master's degree from Ball State University in 1960 and his Ph.D. from The Ohio State University in 1968. He founded Missions Involvement Services at Cedarville University and has been especially committed to worldwide sports evangelism for four decades.

A member of the Halls of Fame at the NAIA, NCCAA, Cedarville University, and Taylor University, Callan received the prestigious Lifetime Achievement Award presented by the Agonis Club of Dayton in 1996. The award recognized his longtime commitment and contribution to athletics in the State of Ohio.

The Callan Athletic Center, which seats 3,500, was opened in 1981. It adjoins the new Fitness-Recreation-Health Center.



CU Students Raise Awareness of African HIV/AIDS Crisis

It was impossible not to notice the 30,000 paper dolls coating the walls of the Stevens Student Center in red, orange, green, and black in March. It was harder yet to ignore the message that the dolls delivered. And that was precisely what a team of eleven social work seniors at Cedarville University had hoped would happen when they devised "The 6,000 Campaign."

"The 6,000 Campaign" was meant to raise awareness of the monumental HIV/AIDS crisis in Africa. For five consecutive days, students hung 6,000 paper dolls per day, symbolizing the 6,000 Africans who die of AIDS daily and the 6,000 African children orphaned by AIDS every 24 hours. The social work students coupled this visual effect with informative presentations to campus and community organizations.

Team member Becky Kyle of Medford, N.J., explained, "This campaign is important because there are people dying and we as Christians need to help We need to educate our Christian circles because so many stigmas have been formed concerning AIDS. In Africa, homosexuality is not even close to being the main cause of AIDS." Kyle continued, "We've been so blessed in knowing the truth. For us to not take a stand in Africa would be to miss a great opportunity to stand for the glory of God."

"The 6,000 Campaign" was just one part of the team's effort. Princess Kasune Zulu of Zambia, a believer who is HIV-positive, was invited to campus to speak for a fundraising dinner. The dinner raised \$1,400 towards health and safety education and clean drinking water in Zambia. The team also held a letter-writing campaign to government officials. They had a casket on display to draw attention to their cause.

The social work team members were pleased with the response to their efforts. Team member Kyle Merkel, a native of East Greenville, Pa., noted, "I hope that people came away from our campaign seeing that there's hope and that this situation can be turned around. We all must pray and get involved."

Southern President Calls CU "Premier Institution"

Dr. Albert Mohler Jr., president of The Southern Baptist Theological Seminary, recently told the Cedarville University family, "I believe that you are one of the premier institutions defining Christian education in this generation." He continued, "I am going to go beyond that and say ... I believe that the Lord is doing in this place something unique, to demonstrate that there can be academic excellence that is culturally relevant and yet deeply rooted ... in the life of the church and upon the faith once for all delivered to the saints."

Mohler was on campus as the guest speaker for Cedarville University's Charter Day Chapel, held January 27. His message was titled "Principles for the Christian Apologist."

A noted author and speaker, Mohler is a leader among Southern Baptists and has been called one of the leading conservative evangelical figures of our day. Mohler appears frequently on nationally televised news programs, including CNN's "Larry King Live," and is quoted often in *The New York Times*, *The Washington Post*, and many other major newspapers. His commentaries appear regularly in Religion News Service and *WORLD* magazine. Mohler holds a B.A. from Samford University and an M.Div. and Ph.D. from The Southern Baptist Theological Seminary.

For a tape or CD of Mohler's message, call CDR Radio at 1-800-333-0601.

Beauty from the Inside Out Conference

Cedarville University is hosting the Beauty from the Inside Out 2003 Conference on Saturday, September 27 at 10 a.m. Co-presented by *Family Journal* and *The Chronicle*, the conference features model, actress, author, and speaker Jennifer O'Neill. The conference's theme is "Come See the Other Side of Hollywood."

Immediately following the program, O'Neill will hold a booksigning for her new book, *From Fallen to Forgiven*, which will be on sale. Before and after the conference, guests may browse product and information booths designed especially for women. For details, call 937-399-9612.

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